

**Investing in Results - Implementation Process for Milestone #2**  
**Developing Performance Measures for Core Services**  
**January - March, 2000**

<b>Step</b>	<b>Who</b>	<b>When</b>	<b>Purpose</b>	<b>Products</b>
1. PM Training for Facilitators	Facilitators & Coaches	12/9/99 & 1/13/00	Prepare for Milestone # 2 Build Capacity	<ul style="list-style-type: none"> <li>• Ability to facilitate development of PMs</li> <li>• Understanding of Milestone #2 sequence</li> </ul>
2. Meeting with Dept. Director	Dept. Director, Facilitators, Coaches, Labor Liaison, Sr. Staff (optional)	By end of January	Check-in on Milestone #1; Explain Milestone #2 and get feedback on Dept. Heads strategic information needs; Set goals and process for Milestone #2	<ul style="list-style-type: none"> <li>• Understanding Needs, Roles, Responsibilities</li> <li>• Reinforce guidelines</li> </ul>
3. Identify Core Service Teams	Facilitators, I - Team, Labor Liaison, Coaches	By end of January	Ensure Employee involvement	<ul style="list-style-type: none"> <li>• Multi-level, multi-functional group(s) of managers and line employees who understand the services being delivered.</li> </ul>
4. PM Training for I - Team	Facilitators, I - Team, Coaches	Early February	Build Capacity; Inform and Inspire	<ul style="list-style-type: none"> <li>• Ability to facilitate development of PMs</li> <li>• Understanding of Milestone #2 sequence</li> <li>• Communications Plan</li> </ul>
5. Department Head Direction Meeting	Dept. Director, Facilitators, Coaches, I -team, Sr. Staff (optional)	Early February	Communicate Dept. Head's strategic information needs; set broad context for department	<ul style="list-style-type: none"> <li>• Understanding Needs, Roles, Responsibilities</li> <li>• Dept. Director's information needs identified to set direction for PMs</li> <li>• Announce Core Service Teams</li> </ul>
6. Core Service Performance Measure Workshops	Core Service Teams, I -Team, Facilitators, Coaches (optional)	February	Draft PMs	<ul style="list-style-type: none"> <li>• Train Core Service Teams on PMs</li> <li>• Draft PMs for Core Services</li> <li>• List of Operational Services</li> </ul>

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7. Draft Performance Measure Validation	Operational Services providers, Facilitators, I - Team	Late February	Review draft Core Service PMs; Employee Involvement	<ul style="list-style-type: none"> <li>• Understanding of Core Service PMs and how they relate to Operational Services</li> <li>• PMs that are useful and meaningful to staff</li> </ul>
8. Core Service Performance Measure Revision (if needed)	Core Service Teams, Facilitators, I - team, Coaches	Late February	Review and revise Core Service PMs based on feedback from Operational Services providers	<ul style="list-style-type: none"> <li>• PMs that are useful and meaningful</li> </ul>
9. Customer Feedback	Customers, Focus Group Facilitators	Late February	Feedback on Core Service PMs	<ul style="list-style-type: none"> <li>• Customer feedback on Core Service PMs</li> </ul>
10. Core Service Performance Measure Revision (if needed)	Core Service Teams, Facilitators, I - team, Coaches	Late February	Review and revise Core Service PMs based on feedback	<ul style="list-style-type: none"> <li>• PMs that are useful and meaningful to our customers</li> </ul>
11. Performance Measure Validation	Dept. Director, Sr. Staff, Facilitator, Coaches	Early-March 2000	Finalize Core Service PMs	<ul style="list-style-type: none"> <li>• Core Service PMs validated and finalized</li> </ul>
12. Report Back to Core Service Owners	Core Service Owners, Sr. Staff, Facilitators, Coaches	Mid- March 2000	Review Final PMs Employee Involvement	<ul style="list-style-type: none"> <li>• Finalized PMs for Core Services</li> </ul>
13. Department Wide Update	Entire Department	Mid- March 2000	Inform and Inspire	<ul style="list-style-type: none"> <li>• Understanding of PMs for Core Services and process used to develop them</li> <li>• Understanding of how PMs will be used</li> </ul>

Revised: 1/12/00

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14. Milestone #2: Submit Performance Measures for Core Services	Dept. Director	By 3/22/00	Feedback from City Manager	<ul style="list-style-type: none"> <li>PMs for Core Services in budget format for Proposed 2000-01 Budget</li> </ul>
15. Phase III B&C	Labor Liaison, line staff	Begin in April 2000	Obtain employee understanding; build commitment	<ul style="list-style-type: none"> <li>List of Benefits and Concerns</li> </ul>